

# Scrum

## Exam Questions PSM-I

Professional Scrum Master I



#### NEW QUESTION 1

True or False: The purpose of a Sprint Is to produce a valuable useful Increment.

- A. True
- B. False

**Answer:** A

#### Explanation:

According to the Scrum Guide, the purpose of a Sprint is to produce a valuable useful Increment that meets the Definition of Done and the Sprint Goal. This means that the Developers work on items from the Product Backlog that deliver value to the stakeholders and align with the product vision. The other option is not valid, as it implies that producing an Increment is not the purpose of a Sprint.

#### NEW QUESTION 2

Which of the following are true about the length of the Sprint? (Choose two.)

- A. The length of the Sprint should be proportional to the work that is done in between Sprints.
- B. It is best to have Sprints of consistent length throughout a development effort.
- C. Sprint length is determined during Sprint Planning, and should hold the time it will take to code the planned features in the upcoming Sprint, but does not include time for any testing.
- D. Sprint length is determined during Sprint Planning, and should be long enough to make sure the Development Team can deliver what is to be accomplished in the upcoming Sprint.
- E. All Sprints must be 1 month or less.

**Answer:** BE

#### Explanation:

The correct answers are B and E, because these statements are true about the length of the Sprint. It is best to have Sprints of consistent length throughout a development effort, as this helps establish a reliable rhythm and cadence for the Scrum Team and the stakeholders. All Sprints must be one month or less, as this ensures that the Scrum Team can inspect and adapt frequently and deliver value incrementally.

#### NEW QUESTION 3

When should a Sprint Goal be created?

- A. It should have been created in the previous Sprint during Product Backlog refinement.
- B. It must be established before Sprint Planning in order to begin planning.
- C. A Sprint Goal is not mandatory in Scrum.
- D. At any time during the Sprint.
- E. During Sprint Planning.

**Answer:** E

#### Explanation:

According to the Scrum Guide<sup>1</sup>, one aspect of Scrum Teams inspecting how they work toward their Product Goal is that they create a Sprint Goal every Sprint. The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers on why it is building the Increment. It also provides a basis for inspecting and adapting during the Sprint Review and Sprint Retrospective. The Sprint Goal is created during the Sprint Planning event.  
References: Scrum Guide

#### NEW QUESTION 4

You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (Choose two.)

- A. There should be six Product Owners, one for each Scrum Team.
- B. There should be six Product Owners, reporting to a chief Product Owner.
- C. The product has one Product Backlog.
- D. Each Scrum Team should have a separate Product Backlog.
- E. There should be only one Product Owner.

**Answer:** CE

#### Explanation:

The product has one Product Backlog, as it is a single source of requirements for any changes to be made to the product. There should be only one Product Owner, who is accountable for maximizing the value of the product and the work of the Development Team. Having multiple Product Owners or Product Backlogs would create confusion, inconsistency, and waste.

#### NEW QUESTION 5

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done? (Choose the best answer.)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

**Answer:** D

**Explanation:**

According to the Scrum Guide, changing the terminology of Scrum may have negative consequences, such as losing the benefits of Scrum, not understanding what has changed, or having very little change at all.  
Therefore, all answers apply to this question. The Scrum Guide recommends using the same terminology as in the guide to avoid confusion and misunderstanding.

**NEW QUESTION 6**

The Product Backlog is ordered by:

- A. The Product Owner with the most valuable items placed at the top.
- B. Risk, where safer items are at the top, and riskier items are at the bottom.
- C. Items are randomly arranged.
- D. Size, where small items are at the top and large items are at the bottom.

**Answer:** A

**Explanation:**

The Product Backlog is ordered by the Product Owner with the most valuable items placed at the top, as stated in [6]: “The Product Owner is responsible for ordering items on their product backlog based on their value to customers and users. Value can be measured by various factors, such as business value, customer satisfaction, risk reduction, learning opportunities, etc. The most valuable items are placed at the top of the product backlog so that they can be delivered sooner by the development team.”

**NEW QUESTION 7**

Which three behaviors demonstrate that a team is self-organizing? (Choose three.)

- A. Stakeholders walking in at the Daily Scrum to check progress and work with the Scrum Master to optimize the functional scope for the Sprint.
- B. The Development Team members are working within the boundaries of their functional description and nicely handing off work from analyst to developer to tester to integration.
- C. The Product Owner doesn't need to be at Sprint Retrospectives.
- D. The Development Team creating their own sprint backlog, reflecting all work that is part of the definition of “Done”.
- E. The Development Team has all the skills needed to create a releasable Increment.
- F. Development Team members collaboratively selecting their own work during the Sprint.
- G. The Development Team inviting external people to the Sprint Planning to ask them how to turn a Product Backlog item into an Increment via a complete and detailed Sprint Backlog.
- H. The Scrum Master is no longer needed.

**Answer:** DEF

**Explanation:**

According to the Scrum Guide, three behaviors that demonstrate that a team is self-organizing are creating their own sprint backlog, having all the skills needed to create a releasable Increment, and collaboratively selecting their own work during the Sprint. The other options are not behaviors that demonstrate self-organization, as they are either contrary to Scrum values and principles (such as stakeholders walking in at the Daily Scrum or working within functional boundaries) or unnecessary for self-organization (such as the Product Owner not being at Sprint Retrospectives or the Development Team inviting external people to the Sprint Planning).

**NEW QUESTION 8**

Which three questions might be answered by Development Team members at the Daily Scrum? (Choose three.)

- A. How is the Sprint proceeding?
- B. What did I do yesterday that helped the Development Team meet the Sprint Goal?
- C. Why were you late?
- D. What will I do today to help the Development Team meet the Sprint Goal?
- E. How many hours did I spend on the project yesterday?
- F. What will I be working on tomorrow?
- G. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

**Answer:** BDG

**Explanation:**

According to the Scrum Guide<sup>1</sup>, during each Daily Scrum, each Developer answers three questions:

- What did I do yesterday that helped meet our Sprint Goal?
- What will I do today to help meet our Sprint Goal?
- Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The other options are not relevant or appropriate for the Daily Scrum.

References: Scrum Guide

**NEW QUESTION 9**

Which approach is best for Scrum Teams in order to produce valuable Increments? (Choose the best answer.)

- A. Each Developer works on the component where they feel that they can contribute.
- B. Each Scrum Team is accountable for developing functionality from beginning to end.
- C. Each Scrum Team works on an independent set of components.
- D. Each Scrum Member works only as an independent layer of the system.

**Answer:** A

**Explanation:**

According to the Scrum Guide, the best approach for Scrum Teams in order to produce valuable Increments is to have each Developer work on the component

where they feel that they can contribute. This means that the Developers can self-organize and collaborate effectively to deliver a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid approaches, as they either imply that the Developers work in silos or rely on external people (such as developing functionality from beginning to end, working on an independent set of components, or working only as an independent layer of the system).

**NEW QUESTION 10**

A Development Team asks their Product Owner to re-order the Product Backlog. The team is waiting for an external supplier to deliver a specific software component. Without that component there won't be enough work in the next Sprint to occupy the full team. The Product Owner asks the Scrum Master for help. What would be good advice to give the Product Owner?

- A. Remind the Product Owner that his primary concern is the flow of value reflected in the ordering of the Product Backlog.
- B. Tell the Product Owner to re-order the Product Backlog so the work involving the external component can be planned in a separate sprint.
- C. Tell the Product Owner that the Product Backlog should be ordered to maximize utilization of the Development Team.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, ordering Product Backlog items is solely up to the Product Owner's discretion. The Product Owner orders items in the Product Backlog to best achieve goals and missions. To do this, they optimize value by considering various factors such as cost and benefit, risk, dependencies, date needed, etc.

**NEW QUESTION 10**

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (Choose the best two answers.)

- A. Wait to bring this up until the Sprint Retrospective.
- B. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.
- C. Bring the concern to the testers to improve how the Product is verified.
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
- E. Coach the Product Owner on how to talk with the Developers about this concern.

**Answer:** BE

**NEW QUESTION 11**

Who can abnormally terminate a Sprint?

- A. The Scrum Master
- B. The Development Team or its members.
- C. The Product Owner
- D. The Stakeholders

**Answer:** C

**Explanation:**

According to the Scrum Guide<sup>1</sup>, a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense.

References: Scrum Guide

**NEW QUESTION 16**

When must a scrum Team release each increment? (choose the best answer)

- A. when the Scrum Team finishes their work
- B. After every Sprin
- C. without exception
- D. Whenever the product s tree of detects
- E. When it makes sense to release It.

**Answer:** D

**Explanation:**

According to the Scrum Guide, a Scrum Team must release each Increment when it makes sense to do so, based on the value and feedback obtained from stakeholders. The decision to release an Increment is made by the Product Owner, who is responsible for maximizing the value of the product and the work of the Development Team. The other options are not valid, as they imply that releasing an Increment is either mandatory (such as after every Sprint), conditional (such as when the product is free of defects), or irrelevant (such as when the Scrum Team finishes their work).

**NEW QUESTION 21**

What techniques could the Scrum Master use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply? (Choose the best two answers.)

- A. Involve the complete Scrum Team in making a decision.
- B. Use coaching techniques; such as open QUESTION NO:s and active listening.
- C. Ask an external agile coach what they recommend.
- D. Ask team members to take the issue up with to the company's Human Resources department.

**Answer:** AB

**Explanation:**

Two techniques that the Scrum Master could use when the Scrum Team gets caught in an internal disagreement about which agile practices to apply are to involve the complete Scrum Team in making a decision, and to use coaching techniques such as open questions and active listening, as stated in [3]: “The Scrum Master should facilitate a constructive dialogue among the team members and help them reach a consensus on which agile practices to use. The Scrum Master should also use coaching techniques such as open questions and active listening to understand the underlying needs and motivations of each team member and to help them find common ground.”

**NEW QUESTION 23**

Who starts the Daily Scrum?

- A. The person coming in last
- B. This encourages people to be on time and helps to stay within the time-box.
- C. Whoever the Development Team decides should start.
- D. The person who has the token.
- E. The Scrum Master
- F. This ensures that the Development Team has the meeting and stays within the time-box.
- G. The person who last broke the build.

**Answer: B**

**Explanation:**

According to the Scrum Guide<sup>1</sup>, during each Daily Scrum, each Developer answers three questions:

- What did I do yesterday that helped meet our Sprint Goal?
- What will I do today to help meet our Sprint Goal?
- Do I see any impediment that prevents me or our Development Team from meeting our Sprint Goal? The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward achieving their Sprint Goal and producing a usable Increment. The Developers can start with any one person and proceed in any order.

References: Scrum Guide

**NEW QUESTION 24**

When a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, what should they do?

- A. Add a specialist to the Development Team.
- B. Partially complete the functionality, and discuss the remaining work at the Sprint Review.
- C. Collaborate with the Product Owner to determine what is possible and acceptable.
- D. Defer the work to a more appropriate Sprint.

**Answer: C**

**Explanation:**

The correct answer is C, because when a Development Team is having trouble delivering a working Increment because they don't understand a functional requirement, they should collaborate with the Product Owner to determine what is possible and acceptable. The Scrum Guide states that “the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.” Therefore, the Product Owner should clarify the functional requirement and negotiate the scope of work with the Development Team.

**NEW QUESTION 27**

A Scrum Master is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

**Answer: B**

**Explanation:**

The correct answer is B, because a Scrum Master is not the same thing as a traditional PM (Project Manager). The Scrum Guide states that “the Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.” Therefore, a Scrum Master is not a manager, but a servant-leader and a coach for the Scrum Team and the organization.

**NEW QUESTION 30**

What are three benefits of self-organization? (Choose three.)

- A. Increased creativity.
- B. Increased rule compliance.
- C. Increased accuracy of estimates.
- D. Increased self-accountability
- E. Increased commitment.

**Answer: ADE**

**Explanation:**

According to the Scrum Guide<sup>1</sup>, self-organization is one of the essential characteristics of Scrum Teams.

Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Self-organization enables teams to deliver faster and better results by harnessing their creativity and skills. Some benefits of self-organization are:

- Increased creativity, as team members have more freedom and autonomy to explore new ideas and solutions.
- Increased self-accountability, as team members take ownership and responsibility for their work and outcomes.
- Increased commitment, as team members are more engaged and motivated by having a say in how they work.

The other options are not benefits of self-organization, as they may imply external control or pressure. References: Scrum Guide



#### NEW QUESTION 35

True or False: Multiple scrum Teams working on the same product must have the same Sprint start date.

- A. True
- B. False

**Answer:** B

#### Explanation:

According to the Scrum Guide, multiple Scrum Teams working on the same product do not have to have the same Sprint start date. They may start their Sprints at different times, as long as they synchronize their work and integrate their Increments at least by the end of each Sprint. The other option is not valid, as it implies that having the same Sprint start date is mandatory for multiple Scrum Teams.

#### NEW QUESTION 37

Which of the following are topics for the Developers to discuss at the Daily scrum as they inspect their progress toward the Sprint Goal?  
(choose the best three answers)

- A. what have we learned since yesterday, and now should we modify our plan to increase our ability to meet the Sprint Goal?
- B. Are there any impediments blocking progress toward the sprint Goal?
- C. What will I be working on tomorrow?
- D. Are there any decisions that need to be made to maintain progress toward the sprint Goal?
- E. Why were you late?
- F. How many hours did I spend on the project yesterday
- G. Will today's work negatively impact our ability to meet the sprint Goal for the Sprint following this one?

**Answer:** ABD

#### Explanation:

Three topics for the Developers to discuss at the Daily Scrum as they inspect their progress toward the Sprint Goal are:

- What have we learned since yesterday, and how should we modify our plan to increase our ability to meet the Sprint Goal?
- Are there any impediments blocking progress toward the Sprint Goal?
- Are there any decisions that need to be made to maintain progress toward the Sprint Goal?

These topics are suggested by [6]: "The structure of the meeting is set by the Developers and can be conducted in different ways if it focuses on progress toward the Sprint Goal. Some Development Teams will use questions, some will be more discussion based."

#### NEW QUESTION 40

For which is the Scrum Master responsible?

- A. Managing the performance of the Scrum Team.
- B. The meetings and the objectives that a Scrum Team sets for itself.
- C. The Scrum framework being adopted and used properly.
- D. Keeping track of resource allocation.

**Answer:** C

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

#### NEW QUESTION 44

A new developer is having continuing conflicts with existing Development Team members and creating the hostile environment. If necessary, who is responsible for removing the team member?

- A. The hiring manager is responsible, because he/she hired the developer.
- B. The Scrum Manager is responsible, because he/she removes Impediments.
- C. The Development Team is responsible, and may need help from the Scrum Master.
- D. The Product Owner is responsible, because he/she controls the return on investment (ROI).

**Answer:** C

#### Explanation:

The correct answer is C, because if necessary, the Development Team is responsible for removing a team member who is creating a hostile environment. The Scrum Guide states that "development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality." Therefore, the Development Team should manage its own composition and dynamics, and may need help from the Scrum Master to facilitate this process.

#### NEW QUESTION 46

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities. Which two activities are part of the Product Owner role according to Scrum? (Choose two.)

- A. Ensuring that the most valuable functionality is produced first, at all times.
- B. Interacting with stakeholders.
- C. Providing the Development Team with detailed specifications.
- D. Describing features as Use Cases.
- E. Creating detailed functional test cases.

**Answer:** AB

**Explanation:**

The Product Owner is responsible for ensuring that the most valuable functionality is produced first, at all times, by ordering and prioritizing the Product Backlog. The Product Owner also interacts with stakeholders to understand their needs and expectations, and to communicate the vision and progress of the product. The other options are not part of the Product Owner role according to Scrum, as they are either too prescriptive or too technical.

**NEW QUESTION 47**

Who creates the definition of “Done”?

- A. The Scrum Master as he/she is responsible for the Development Team’s productivity.
- B. The Scrum Team, in a collaborative effort where the result is the common denominator of all members’ definition.
- C. The Product Owner as he/she is responsible for the product’s success.
- D. The development organization (or Development Team if none is available from the development organization).

**Answer:** D

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition guides the Development Team in creating a “Done” Increment.

References: Scrum Guide

**NEW QUESTION 49**

The IT manager asks a Development Team for a status report describing the progress throughout the Sprint. The Development Team asks the Scrum Master for advice. The Scrum Master should:

(Choose the best answer.)

- A. Talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review.
- B. Tell the Development Team to figure it out themselves.
- C. Tell the Development Team to fit the report into the Sprint Backlog.
- D. Create and deliver the report to the manager herself.
- E. Ask the Product Owner to send the manager the report.

**Answer:** A

**Explanation:**

The Scrum Master should talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review, as stated in [5]: “The Scrum Master should educate the IT manager about how Scrum works and how progress is measured. The Scrum Master should invite the IT manager to attend the Sprint Review where the Development Team demonstrates what was accomplished during the Sprint. The Scrum Master should also explain that status reports are not necessary in Scrum, as transparency is ensured by using artifacts such as Product Backlog, Sprint Backlog, and Increment.”

**NEW QUESTION 51**

Scrum has a role called “Project Manager”.

- A. True
- B. False

**Answer:** B

**Explanation:**

The correct answer is B, because there is no role called “Project Manager” in Scrum. The Scrum Guide states that “Scrum recognizes no titles for Development Team members other than Developer, regardless of the work being performed by the person; there are no exceptions to this rule.” Therefore, Scrum has only three roles: Product Owner, Scrum Master, and Developer.

**NEW QUESTION 53**

A Scrum Team is a cohesive unit of professionals that consists of which of the following? (Choose all that apply.)

- A. Users.
- B. One Scrum Master.
- C. Developers.
- D. Customers.
- E. One Product Owner.

**Answer:** BCE

**Explanation:**

A Scrum Team is a cohesive unit of professionals that consists of one Product Owner, one Scrum Master, and Developers, as stated in the Scrum Guide: “The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.”

**NEW QUESTION 54**

Multiple Scrum Teams working on the same product or system all select work from the same Product Backlog.

- A. True
- B. False

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. Multiple Scrum Teams working on one product use one Product Backlog.  
References: Scrum Guide, Nexus Guide

**NEW QUESTION 57**

Who creates the Definition of Done? (choose the best answer)

- A. The Scrum Master
- B. The Product Owner
- C. The scrum Team
- D. The Developers

**Answer: C**

**Explanation:**

The correct answer is C. The Scrum Team creates the Definition of Done. According to the Scrum Guide<sup>1</sup>, “The Developers are required to conform to the Definition of Done, which is defined and evolves with the Scrum Team.” The Definition of Done is a commitment by the Developers for the Increment, but it is also a shared understanding within the whole Scrum Team, including the Product Owner and the Scrum Master<sup>2</sup>.  
The Scrum Team collaborates to create and update the Definition of Done as needed, based on the product and organizational standards<sup>3</sup>. The Definition of Done is not imposed by any external authority or individual.

**NEW QUESTION 61**

At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend. What factors likely led to this? (Choose two.)

- A. The Project Management Office (PMO) has not been engaged adequately.
- B. The Product Owner has not been keeping the stakeholders aware of the progress of the project.
- C. The stakeholders haven't been using the Sprint Reviews to inspect and evaluate progress.
- D. The stakeholders were not allowed to enter the development area.

**Answer: BC**

**Explanation:**

According to the Scrum Guide, the Sprint Review is a time for the Scrum Team and the stakeholders to inspect the product Increment and adapt the Product Backlog if needed. The Product Owner is responsible for keeping the stakeholders aware of the progress of the project and inviting them to the Sprint Review. If the Product Owner has not been doing this, or if the stakeholders have not been using the Sprint Review to inspect and evaluate progress, then they may be disappointed and angry at the seventh Sprint Review. The other options are not likely factors that led to this situation, as they are either irrelevant (such as the PMO or the development area) or incorrect (such as delaying the release).

**NEW QUESTION 66**

Which best describes the Product Backlog?

- A. It is allowed to grow and change as more is learned about the product and its customers.
- B. It provides just enough information to enable a Scrum team to start the design phase of a product.
- C. It contains all foreseeable tasks and requirements from which the Scrum team can develop and maintain a complete project plan.
- D. It is baselined to follow change management processes.

**Answer: A**

**Explanation:**

According to the Scrum Guide, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is allowed to grow and change as more is learned about the product and its customers. The other options are not accurate descriptions of the Product Backlog, as they are either too restrictive (such as providing just enough information or baselining to follow change management processes) or too comprehensive (such as containing all foreseeable tasks and requirements or enabling a complete project plan).

**NEW QUESTION 71**

Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that the Development Team estimated as 90% done. The Development Teams, feeling the need to meet the plan, figured that a velocity of 17 was within their reach.  
A good way to continue is:

- A. The Development Team makes sure that all of the selected scope per Sprint is as “Done” as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.
- B. Add enough people to the Development Team for the deadline to be made.
- C. The opportunity to inspect and adapt is lost.
- D. Opaqueness has replaced transparency.
- E. Predictability has dropped below zero.
- F. The produced software is not usable.
- G. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable team.
- H. If not, the Scrum Master should cancel the project.
- I. The Development Team should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

**Answer: A**

**Explanation:**

According to the Scrum Guide<sup>1</sup>, each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable. Multiple Increments may be created within a Sprint. The sum



of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, a good way to continue is for the Development Team to make sure that all of the selected scope per Sprint is as “Done” as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn’t mess up the Product Backlog.

References: Scrum Guide

#### NEW QUESTION 72

When does the next Sprint begin?

- A. When the Product Owner is ready.
- B. Immediately after the conclusion of the previous Sprint.
- C. The Monday following the Sprint Review.
- D. Immediately following the next Sprint Planning.

**Answer:** B

#### Explanation:

The next Sprint begins immediately after the conclusion of the previous Sprint, as stated in the Scrum Guide: “Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint.”

#### NEW QUESTION 74

The Product Owner determines how many Product Backlog items the Development Team selects for a Sprint.

- A. False.
- B. True, accordingly to what was committed to the stakeholders.
- C. True, but only after confirmation by the resource manager that the Team has enough capacity.
- D. True.
- E. False, the Scrum Master does that.
- F. False, capacity and commitment are the Project manager’s responsibility.

**Answer:** A

#### Explanation:

The correct answer is A, because the Product Owner does not determine how many Product Backlog items the Development Team selects for a Sprint. The Scrum Guide states that “the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.” Therefore, the Development Team is responsible for choosing the scope of work for a Sprint.

#### NEW QUESTION 75

What are three ways Scrum promotes self-organization? (Choose three.)

- A. By not allowing documentation.
- B. By the Development Team deciding what work to do in a Sprint.
- C. By preventing stakeholders from entering the development room.
- D. By removing titles for Development Team members.
- E. By being a lightweight framework.

**Answer:** BDE

#### Explanation:

According to the Scrum Guide<sup>1</sup>, Scrum promotes self-organization by giving autonomy and empowerment to the Developers who decide how to do their work within a Sprint. The Developers have no titles other than Developer, regardless of their specialization or skills. Scrum is a lightweight framework that minimizes prescription and maximizes flexibility and adaptability.

References: Scrum Guide

#### NEW QUESTION 76

What are two ways that architecture and infrastructure are handled in Scrum? (Choose two.)

- A. They are discussed, determined, and documented before the actual feature development Sprints.
- B. They are implemented along with functional development of the product.
- C. They are added to the Product Backlog and addressed in early Sprints, while always requiring at least some business functionality, no matter how small.
- D. They are built by a separate team through the creation of an architectural runway.

**Answer:** BC

#### Explanation:

Architecture and infrastructure are handled in Scrum by implementing them along with functional development of the product, and by adding them to the Product Backlog and addressing them in early Sprints, while always requiring at least some business functionality, no matter how small, as stated in [2]: “Scrum does not distinguish between developing functionality or architecture. They are developed together, as they are both important and support each other. Architecture is not a separate phase; it is part of the product development. Architecture is added to the Product Backlog as any other feature or functionality.”

#### NEW QUESTION 79

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

- A. When the Product Owner identifies new work.
- B. As soon as possible after they are identified.
- C. When the Scrum Master has time to enter them.
- D. During the Daily Scrum after the Development Team approves them.

**Answer:** B

**Explanation:**

The correct answer is B, because the Scrum Guide states that “the Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.” Therefore, new work or further decomposition of work can be added to the Sprint Backlog as soon as possible after they are identified by the Development Team.

**NEW QUESTION 84**

User documentation is part of your definition of “Done”. However, there aren't enough technical writers for all teams. Your Development Team doesn't have a technical writer. What should you do?

- A. Form a separate team of technical writers that will work on an on-demand basis for the various Product Owner
- B. Work order will be first in, first out.
- C. Let the user documentation remain undone and accumulate until after the last development Sprint
- D. It will then be done by any available technical writers.
- E. Wait until you have a technical writer on your Development Team to take care of this.
- F. Your Development Team is still responsible for creating user documentation
- G. In this case, the Development Team members will write it.

**Answer:** D

**Explanation:**

According to the Scrum Guide, the Development Team is responsible for creating a “Done” Increment that meets the Definition of “Done”. User documentation is part of the Definition of “Done” in this scenario, so the Development Team must create it. The other options are not consistent with Scrum values and principles, such as self-organization, cross-functionality, and empiricism.

**NEW QUESTION 85**

What is the recommended size for a Scrum Team? (Choose the best answer.)

- A. At least 7.
- B. 9
- C. 10 or fewer.
- D. 7 plus or minus 3.

**Answer:** C

**Explanation:**

The recommended size for a Scrum Team is 10 or fewer people, as stated in the Scrum Guide: “The recommended size of a Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people.”

**NEW QUESTION 89**

A Scrum Master is working with a Development Team that has members in different physical locations. The Development Team meets in a variety of meeting rooms and has much to do logistically (for example, set up conference calls) before the Daily Scrum. What action should the Scrum Master take?

- A. Allow the Development Team to self-manage and determine for itself what to do.
- B. Set up the meeting and tell the Development Team that is how it will be done.
- C. Ask the Development Team members to alternate who is responsible for meeting setup.
- D. Inform management and ask them to solve it.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, only people who are actively working on items in the Sprint Backlog participate in updating it during a Sprint; this includes tracking progress made on those items. This is typically done by Developers updating their remaining work every day after their Daily Scrum. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving their Sprint Goal. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, the Scrum Master should allow the Development Team to self-manage and determine for itself what to do regarding the logistical challenges of meeting in different locations.

References: Scrum Guide

**NEW QUESTION 91**

Which outcome is expected as Scrum Teams mature?

- A. They will improve their definition of “Done” to include more stringent criteria.
- B. The Sprint Retrospectives will grow to be longer than 4 hours.
- C. There is no need for a time-boxed Sprint, since time-boxes are only for new Scrum Teams.
- D. Sprint Reviews will no longer be needed.
- E. A Scrum Master is no longer needed since they are a mature team now.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the definition of “Done” is a formal description of the state of the Increment when it meets the quality measures required for the product. The definition guides the Development Team in creating a “Done” Increment. The definition of “Done” is created by the development organization (or Development Team if none is available from the development organization). The definition of “Done” may vary significantly per Scrum Team, depending on the context. One aspect of Scrum Teams inspecting how they work toward their Product Goal is that they improve their definition of “Done” over time.

References: Scrum Guide

#### NEW QUESTION 94

Which Scrum Value is affected by a lack of trust in the Scrum Team?

- A. Focus
- B. Respect
- C. Openness
- D. Courage
- E. Commitment.
- F. All of the above

**Answer:** F

**Explanation:**

The correct answer is F, because all of the Scrum Values are affected by a lack of trust in the Scrum Team. Trust is essential for the Scrum Team to work effectively and deliver value. Without trust, the Scrum Team may lose focus, respect, openness, courage, and commitment.

#### NEW QUESTION 97

Which topics should be discussed in the Sprint Review?

- A. The Scrum process, and how it was used during the Sprint.
- B. Coding and engineering practices.
- C. Sprint results.
- D. All of the above.

**Answer:** D

**Explanation:**

All of the above topics should be discussed in the Sprint Review, as stated in [4]: "The purpose of this meeting is to inspect what was delivered during this sprint and adapt what we want to deliver next. This means we will discuss three things:

- What did we do this sprint?
- How did we do it?
- What do we want to do next?"

#### NEW QUESTION 102

Which answer best describes the topics covered in Sprint Planning?

- A. What to do and who will do it.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What can be done and how to do it.
- D. What went wrong in the last Sprint and what to do differently this Sprint.
- E. Who is on the team and what team member roles will be.

**Answer:** C

#### NEW QUESTION 104

Which two things should the Scrum Team do during the first Sprint?  
(choose the best two answers)

- A. Define the major product features and a release plan architecture.
- B. Build at least one piece of valuable functionality.
- C. Create at least one valuable, useful Increment
- D. Make up a plan for the rest of the project
- E. Analyze, describe, and document the requirements for the subsequent Sprints.

**Answer:** BC

**Explanation:**

According to the Scrum Guide, two things that the Scrum Team should do during the first Sprint are building at least one piece of valuable functionality and creating at least one valuable, useful Increment. These are the goals of every Sprint, regardless of its order. The other options are not things that the Scrum Team should do during the first Sprint, as they are either out of scope (such as defining major product features and a release plan architecture or making a plan for the rest of the project) or unnecessary (such as analyzing, describing, and documenting requirements for subsequent Sprints).

#### NEW QUESTION 105

How is management external to the Scrum Team involved in the Daily Scrum? (Choose the best answer.)

- A. The Scrum Master speaks on their behalf.
- B. Managers are not required at the Daily Scrum.
- C. Management gives an update at the start of each Daily Scrum.
- D. The Product Owner represents their opinions.

**Answer:** B

**Explanation:**

According to the Scrum Guide, management external to the Scrum Team is not involved in the Daily Scrum at all. The Daily Scrum is an internal event for the Development Team to inspect their progress toward the Sprint Goal and plan their work for the next 24 hours. The other options are not valid ways for management to be involved in the Daily Scrum, as they are either intrusive (such as giving an update or speaking on behalf of others) or unnecessary (such as being represented by the Product Owner or the Scrum Master).

#### NEW QUESTION 109

A Development Team selects a set of Product Backlog items for a Sprint Backlog with the intent to get the selected items “Done” by the end of the Sprint. Which three phrases best describe the purpose of a definition of “Done”? (Choose three.)

- A. It controls whether the developers have performed their tasks.
- B. It provides a template for elements that need to be included in the technical documentation.
- C. It creates transparency over the work inspected at the Sprint Review.
- D. It tracks the percent completeness of a Product Backlog item.
- E. It guides the Development Team in creating a forecast at the Sprint Planning.
- F. It defines what it takes for an Increment to be ready for release.

**Answer:** CEF

#### Explanation:

The correct answers are C, E, and F, because these phrases best describe the purpose of a definition of “Done”. It creates transparency over the work inspected at the Sprint Review, as it defines what it means for an Increment to be potentially releasable. It guides the Development Team in creating a forecast at the Sprint Planning, as it helps them estimate how much work they can accomplish in a Sprint. It defines what it takes for an Increment to be ready for release, as it ensures that the product meets the quality expectations of the stakeholders.

#### NEW QUESTION 111

True or False A scrum Master fulfills the same role as a traditional Project Manager

- A. True
- B. False

**Answer:** B

#### Explanation:

According to the Scrum Guide, a Scrum Master fulfills a different role from a traditional project manager. A Scrum Master is a servant-leader and a coach for the Scrum Team and the organization, not a manager or a supervisor. A Scrum Master does not assign tasks, set deadlines, or monitor progress, but rather facilitates self-organization, collaboration, and empiricism within the Scrum Team and the organization.

#### NEW QUESTION 113

What does it mean for a scrum Team to be cross-functional? (choose the best answer)

- A. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each sprint
- B. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team
- C. The Scrum Team includes not only developers but also business analysts, architects, and testers
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers

**Answer:** A

#### Explanation:

According to the Scrum Guide, a Scrum Team is cross-functional if it includes skilled individuals who together have all the skills necessary to create value each Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of cross-functionality, as they either imply that the Developers work in silos or rely on external people (such as business analysts, architects, testers, or separate teams).

#### NEW QUESTION 115

What does it mean for a Scrum Team to be cross-functional? (choose the best answer)

- A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
- B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.
- C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

**Answer:** B

#### Explanation:

The correct answer is B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint. According to the Scrum Guide<sup>1</sup>, “Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint.” This does not mean that every individual has all the skills, but rather that the team as a whole does. Cross-functionality enables the Scrum Team to deliver a potentially releasable Increment of “Done” product at the end of each Sprint, without depending on others outside the team.

#### NEW QUESTION 119

What is the timebox for the sprint Review? (choose the best answer)

- A. 1 day
- B. 4 hours for a one-month Sprint.
- C. As long as needed
- D. 2 hours for a one-month Sprint.

**Answer:** B

#### Explanation:

The timebox for the Sprint Review is four hours for a one-month Sprint, as stated in [4]: “The Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed. During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Owner explains what Product Backlog items have been



“Done” and what has not been “Done”; additionally, they discuss any changes to scope or budget or potential value. The entire group then collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning. The Sprint Review is a working session and attendees should inspect based on facts. A Sprint Review is held at the end of every Sprint for a maximum duration of four hours for a one-month Sprint.”

#### NEW QUESTION 122

How often should Development Team membership change?

- A. As needed, while taking into account a short term reduction in productivity.
- B. Never, because it reduces productivity.
- C. As needed, with no special allowance for changes in productivity.
- D. Every Sprint to promote shared learning.

**Answer:** A

#### Explanation:

The correct answer is A, because Development Team membership should change as needed, while taking into account a short term reduction in productivity. The Scrum Guide states that “development Teams are cross-functional, with all of the skills as a team necessary to create a product Increment; development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.” Therefore, changing Development Team membership may affect their cross-functionality and self-organization in the short term.

#### NEW QUESTION 127

Who is responsible for clearly expressing Product Backlog items?

- A. The Scrum Master, or the Scrum Master may have the Development Team do it.
- B. The Scrum Master.
- C. The Product Owner.
- D. The business analyst who represents the Product Owner in the Development Team.

**Answer:** C

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is accountable for maximizing value resulting from work by Developers. The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and
- Ensuring that the Product Backlog is transparent, visible and understood.

Therefore, the Product Owner is responsible for clearly expressing Product Backlog items. References: Scrum Guide

#### NEW QUESTION 129

The time-box for a Daily Scrum?

- A. Two minutes per person.
- B. 15 minutes.
- C. 15 minutes for a 4 week sprint
- D. For shorter Sprints it is usually shorter.
- E. 4 hours.
- F. The same time of day every day.

**Answer:** B

#### Explanation:

The correct answer is B, because the time-box for a Daily Scrum is 15 minutes. The Scrum Guide states that “the Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours.”

#### NEW QUESTION 130

Who should make sure everyone on the Development Team does their tasks for the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

**Answer:** D

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. No one tells them how to do their work. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The other roles are not responsible for making sure everyone on the Development Team does their tasks for the Sprint.

References: Scrum Guide

#### NEW QUESTION 132

What is the key concern when multiple Development Teams are working from the same Product Backlog?



- A. Minimizing dependencies between teams.
- B. Clear definition of requirements.
- C. Meeting original scope projections.
- D. Making sure there's enough work for everyone on every team.
- E. Maximizing velocity.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, when multiple Scrum Teams are working together on one product, they must coordinate their work with each other. One way to do this is through Nexus, a framework for scaling Scrum. Nexus helps to reduce cross-team dependencies and integration issues by making them more transparent. The key concern when multiple Development Teams are working from the same Product Backlog is minimizing dependencies between teams so that they can deliver an integrated Increment that meets the definition of “Done”.

References: Scrum Guide, Nexus Guide

**NEW QUESTION 137**

You are the Scrum Master of a new, to be developed product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?

- A. How will we make sure all teams have the right amount of expertise?
- B. What is the right mixture of senior and junior people on each team?
- C. Who are going to be the team leads?
- D. Who are the subject matter experts on each team?

**Answer:** A

**Explanation:**

The correct answer is A, because a good first question for you to suggest the group thinks about when forming into teams is how will we make sure all teams have the right amount of expertise. This question helps the group consider the cross-functionality and self-organization of the Development Teams, which are essential for delivering a potentially releasable Increment every Sprint.

References: [Suggested Reading for Professional Scrum Master™ I]

**NEW QUESTION 140**

The Development Team should have all the skills needed to:

- A. Turn Product Backlog items into an Increment of potentially releasable product functionality.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Complete the project within the date and cost as calculated by the Product Owner.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. Therefore, in order to turn Product Backlog items into an Increment of potentially releasable product functionality, the Development Team should have all the skills needed.

References: Scrum Guide

**NEW QUESTION 142**

What is the time-box for the Sprint Review?

- A. As long as needed.
- B. 2 hours for a monthly Sprint.
- C. 4 hours for a monthly Sprint.
- D. 4 hours and longer as needed.
- E. 1 day

**Answer:** C

**Explanation:**

According to the Scrum Guide<sup>1</sup>, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process. The time-box for the Sprint Review is four hours for a one-month Sprint.

References: Scrum Guide

**NEW QUESTION 145**

What is the typical size for a Scrum Team? (choose the best answer)

- A. 7 plus or minus 3.
- B. At least 7.
- C. 9
- D. 10 or fewer.

**Answer:** D

**Explanation:**

The correct answer is D. 10 or fewer. According to the Scrum Guide 20201, “The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people.” The other options are outdated or incorrect. Option A was based on the previous version of the Scrum Guide, which suggested a range of 3 to 9 developers2. Option B is too vague and does not account for the upper limit of team size. Option C is too specific and does not allow for flexibility.

**NEW QUESTION 148**

What is the main reason for the Scrum Master to be at the Daily Scrum?

- A. To gather status and progress information to report to management.
- B. To write down any changes to the Sprint Backlog, including adding new items, and tracking progress on the burn-down.
- C. He or she does not have to be there; he or she only has to ensure the Development Team has a Daily Scrum.
- D. To make sure every team member answers the three questions.

**Answer:** C

**Explanation:**

The correct answer is C, because the Scrum Guide states that “the Scrum Master ensures that the Development Team has the meeting, but the Development Team is responsible for conducting the Daily Scrum. The Scrum Master teaches the Development Team to keep the Daily Scrum within the 15-minute time-box.” Therefore, the main reason for the Scrum Master to be at the Daily Scrum is to ensure that it happens, but he or she does not have to be there.

**NEW QUESTION 149**

Which two of the following are true about the Scrum Master role? (Choose two.)

- A. At the Sprint Review, the Scrum Master identifies what has been “done” and what has not been “done”.
- B. The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box.
- C. The Scrum Master helps those outside the team interact with the Scrum Team.
- D. The Scrum Master assigns tasks to Development Team members when they need work.
- E. The Scrum Master is responsible for updating the Sprint Burndown.

**Answer:** BC

**Explanation:**

According to the Scrum Guide1, the Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master serves the Developers in several ways, including:

- Coaching them in self-management and cross-functionality;
- Helping them to create high-value products;
- Removing impediments to their progress;
- Facilitating Scrum events as requested or needed; and,
- Coaching them in organizational environments in which Scrum is not yet fully adopted and understood. The Scrum Master serves the Product Owner in several ways, including:
- Helping find techniques for effective Product Goal definition and Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- Helping establish empirical product planning for a complex environment; and,
- Facilitating stakeholder collaboration as requested or needed.

The Scrum Master serves the organization in several ways, including:

- Leading, training, and coaching the organization in its Scrum adoption;
- Planning and advising Scrum implementations within the organization;
- Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
- Removing barriers between stakeholders and Scrum Teams.

Therefore, two things that are true about the Scrum Master role are:

- The Scrum Master teaches the Development Team to keep the Scrum meetings to their time-box, as they help everyone understand Scrum theory and practice.
- The Scrum Master helps those outside the team interact with the Scrum Team, as they serve both the Product Owner and the organization.

The other options are not true about the Scrum Master role, as they imply that they have authority or responsibility over things that are not within their accountability.

References: Scrum Guide

**NEW QUESTION 153**

Which two activities will a Product Owner engage in during a Sprint? (Choose two.)

- A. Run the Daily Scrum.
- B. Prioritize the Development Team’s work on the Sprint Backlog.
- C. Update the Sprint burndown chart.
- D. Answer questions from the Development Team about items in the current Sprint.
- E. Work with the stakeholders.

**Answer:** DE

**Explanation:**

The correct answers are D and E, because these are two activities that a Product Owner can engage in during a Sprint. The Scrum Guide states that “the Product Owner is responsible for maximizing the value of the product resulting from work of the Development Team.” Therefore, the Product Owner can answer questions from the Development Team about items in the current Sprint, and work with the stakeholders to understand their needs and expectations.

**NEW QUESTION 155**

Who is accountable for tracking the remaining work toward the Sprint Goal? (Choose the best answer.)

- A. The Developers.
- B. The Scrum Master.
- C. The Product Owner.
- D. The Project Manager.

**Answer:** A

**Explanation:**

According to the Scrum Guide, the Developers are accountable for tracking the remaining work toward the Sprint Goal, as they are responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they imply that someone else outside the Development Team (such as the Scrum Master, the Product Owner, or the Project Manager) is accountable for tracking the remaining work, which is not consistent with Scrum values and principles.

**NEW QUESTION 158**

What does it mean for a Development Team to be cross-functional?

- A. The Development Team includes not only developers but also business analysts, architects, and testers.
- B. The Development Team includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software.
- C. Developers on the Development Team work closely with business analysts, architects, developers and testers who are not on the team.
- D. The Development Team is a virtual team drawing from separate teams of business analysts, architects, developers and testers.

**Answer:** B

**Explanation:**

A cross-functional Development Team is one that includes cross-skilled individuals who are able to contribute to do what is necessary to deliver an increment of software, as stated in the Scrum Guide<sup>1</sup>: “Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.”

**NEW QUESTION 162**

You are the Scrum Master on a newly formed Scrum Team. Which three of the following activities would probably help the team in starting up? (Choose three.)

- A. Introduce a bonus system for the top performers in the team.
- B. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
- C. Have the development managers for each Development Team member introduce their direct reports and go over their responsibilities on the Scrum Team.
- D. Ensure the Scrum Team members have compatible personalities.
- E. Ensure the team understands they need a definition of “Done”.
- F. Ask the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions.

**Answer:** BEF

**Explanation:**

The correct answers are B, E, and F, because these activities would probably help the team in starting up. Having the Scrum Team members introduce themselves and give a brief background of their skills and work history helps build trust and rapport among them. Ensuring the team understands they need a definition of “Done” helps create transparency and alignment on the quality standards for the product. Asking the Product Owner to discuss the product or project, its history, goals, and context, as well as answer questions helps clarify the vision and value of the product.

References: [Suggested Reading for Professional Scrum Master™ I]

**NEW QUESTION 163**

What two factors are best considered when establishing the Sprint length? (Choose two.)

- A. The organization has mandated similar length sprints.
- B. The level of uncertainty over the technology to be used.
- C. The frequency at which team formation can be changed.
- D. The risk of being disconnected from the stakeholders.

**Answer:** BD

**Explanation:**

The correct answers are B and D, because the length of the Sprint should be chosen based on the level of uncertainty over the technology to be used and the risk of being disconnected from the stakeholders. The Scrum Guide states that “Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. Sprints enable predictability by ensuring inspection and adaptation of progress toward a Sprint Goal at least every calendar month. When a Sprint’s horizon is too long the Sprint Goal may become invalid, complexity may rise, and risk may increase.”

**NEW QUESTION 168**

What enhances the transparency of an increment?

- A. Doing all work needed to meet the definition of “Done”
- B. Reporting Sprint progress to the stakeholders daily
- C. Keeping track of and estimating all undone work to be completed in a separate Sprint.
- D. Updating Sprint tasks properly in the electronic tracking tool.

**Answer:** A

**Explanation:**

he correct answer is A, because doing all work needed to meet the definition of “Done” enhances the transparency of an increment. The Scrum Guide states that “when a Product Backlog item or an Increment is described as ‘Done’, everyone must understand what ‘Done’ means.” Therefore, by meeting the definition of

“Done”, an increment becomes transparent to all stakeholders and ready for release.

#### NEW QUESTION 170

When many Scrum Teams are working on the same product, should all of their increments be integrated every Sprint?

- A. Yes, but only for Scrum Teams whose work has dependencies.
- B. Yes, otherwise the Product Owners (and stakeholders) may not be able to accurately inspect what is done.
- C. No, each Scrum Team stands alone.
- D. No, that is far too hard and must be done in a hardening Sprint.

**Answer: B**

#### Explanation:

The correct answer is B, because the Scrum Guide states that “at the end of a Sprint, the new Increment must be ‘Done,’ which means it must be in useable condition and meet the Scrum Team’s definition of ‘Done’. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. The increment is a step toward a vision or goal.” Therefore, all the increments from different Scrum Teams working on the same product should be integrated every Sprint to enable inspection and adaptation by the Product Owner and stakeholders.

#### NEW QUESTION 174

Which statement best describes the Sprint Backlog as the output of the Sprint Planning? (choose the best answer)

- A. Every item has a designated owner.
- B. It is ordered by the Product Owner.
- C. Each task is estimated in hours.
- D. It is the Developers plan for the Sprint
- E. It is a complete list of all work to be done in a Sprint.

**Answer: D**

#### Explanation:

According to the Scrum Guide, the Sprint Backlog is the Developers’ plan for the Sprint, as it contains all the Product Backlog items selected for the Sprint and a plan for delivering them. The other options are not valid descriptions of the Sprint Backlog, as they are either incorrect (such as having a designated owner, being ordered by the Product Owner, or being a complete list of all work) or unnecessary (such as estimating each task in hours).

#### NEW QUESTION 179

Which of the following are roles on a Scrum Team? (Choose all that apply.)

- A. Users
- B. Scrum Master
- C. Product Owner
- D. Development Team
- E. Customers

**Answer: BCD**

#### Explanation:

According to the Scrum Guide, the Scrum Team consists of three roles: the Scrum Master, who coaches and facilitates the team; the Product Owner, who manages and prioritizes the Product Backlog; and the Development Team, who delivers a potentially releasable Increment at the end of each Sprint. Users and customers are not roles on the Scrum Team, but they are stakeholders who may provide feedback and input to the product.

#### NEW QUESTION 184

Who must attend the Daily Scrum?

- A. The Scrum Master and Product Owner.
- B. The Development Team.
- C. The Development Team and Product Owner.
- D. The Scrum Team.
- E. The Development Team and Scrum Master.

**Answer: D**

#### Explanation:

According to the Scrum Guide<sup>1</sup>, the Daily Scrum is an event for the Developers of the Scrum Team. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Scrum Master and Product Owner may attend as observers, but only if it is useful for the Developers.

References: Scrum Guide

#### NEW QUESTION 188

How do you know that a Scrum Team is cross-functional? (Choose the best answer.)

- A. Scrum Team has all the skills to create an increment by the end of every Sprint.
- B. A few of the Development Team members pair program and do Test Driven Development.
- C. There are no conflicts within the Scrum Team.
- D. Every member of the Scrum Team is able to perform every task.

**Answer: A**



#### NEW QUESTION 189

What is the recommended size for a Development Team?

- A. 7 plus or minus 3.
- B. At least 7.
- C. 9.
- D. 3 to 9.

**Answer:** D

#### Explanation:

The correct answer is D, because the recommended size for a Development Team is 3 to 9 members. The Scrum Guide states that “fewer than three Development Team members decrease interaction and results in smaller productivity gains. Smaller Development Teams may encounter skill constraints during the Sprint, causing the Development Team to be unable to deliver a potentially releasable Increment. Having more than nine members requires too much coordination. Large Development Teams generate too much complexity for an empirical process to be useful.”

#### NEW QUESTION 193

How much time is required after a Sprint to prepare for the next Sprint?

- A. The break between Sprints is time-boxed to 1 week for 30 day Sprints, and usually less for shorter sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Development team to finish the testing from the last Sprint.
- D. Non
- E. A new Sprint starts immediately following the end of the previous Sprint.
- F. All of the above are allowed depending on the situation.

**Answer:** D

#### Explanation:

The correct answer is D, because there is no gap between Sprints in Scrum. The Scrum Guide states that “a new Sprint starts immediately after the conclusion of the previous Sprint.” Therefore, there is no time required after a Sprint to prepare for the next Sprint.

#### NEW QUESTION 197

The Product Owner is not collaborating with the Development Team during the Sprint. What are two valuable actions for a Scrum Master to take? (Choose two.)

- A. Inform the Product Owner’s functional manager.
- B. Stop the Sprint, send the Product Owner to a course and restart.
- C. Bring up the problem in the Sprint Retrospective.
- D. Coach the Product Owner in the values of Scrum and incremental delivery.
- E. Nominate a proxy Product Owner.

**Answer:** CD

#### Explanation:

According to the Scrum Guide<sup>1</sup>, collaboration between the Product Owner and Developers is essential for creating valuable products. The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, which includes selecting items from Product Backlog that they can complete within a Sprint. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Therefore, two valuable actions for a Scrum Master to take if the Product Owner is not collaborating with the Development Team during the Sprint are:

- Bring up the problem in the Sprint Retrospective, where the Scrum Team can inspect how they worked together and create a plan for improvements.
- Coach the Product Owner in the values of Scrum and incremental delivery, and help them understand their role and responsibilities in collaborating with Developers.

The other options are not valuable actions, as they may undermine trust, respect, and self-organization within the Scrum Team.

References: Scrum Guide

#### NEW QUESTION 198

Which statement best describes the Sprint Backlog as outcome of the Sprint Planning?

- A. It is a complete list of all work to be done in a Sprint.
- B. Every item has a designated owner.
- C. Each task is estimated in hours.
- D. It is the Development Team’s plan for the Sprint.
- E. It is ordered by the Product Owner.

**Answer:** D

#### Explanation:

The Sprint Backlog is the Development Team’s plan for the Sprint, as stated in the Scrum Guide<sup>1</sup>: “The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint.”

#### NEW QUESTION 200

For the purpose of transparency, when does Scrum say a new increment of working software must be available?

- A. After the acceptance testing phase.
- B. Before the release Sprint.
- C. Every 3 Sprints.
- D. At the end of every Sprint.



E. When the Product Owner asks to create one.

**Answer:** D

**Explanation:**

According to the Scrum Guide<sup>1</sup>, an Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, an Increment must be usable. Multiple Increments may be created within a Sprint. The sum of the Increments is presented at the Sprint Review thus supporting empiricism. However, an Increment may be delivered to stakeholders prior to the end of the Sprint. The Sprint Review should never be considered a gate to releasing value. For the purpose of transparency, when does Scrum say a new increment of working software must be available? At the end of every Sprint.

References: Scrum Guide

**NEW QUESTION 203**

The length of a Sprint should be:

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one calendar month.
- D. All of these answers are correct.

**Answer:** D

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. The length of a Sprint should be short enough to keep the business risk acceptable to the Product Owner, short enough to be able to synchronize the development work with other business events, and no more than one calendar month.

References: Scrum Guide

**NEW QUESTION 208**

As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions? (choose the best two answers)

- A. Recruit additional Developers before the work can begin
- B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.
- C. The Developers work overtime during this Sprint
- D. Cancel the Sprint
- E. Remove or change selected Product Backlog items.

**Answer:** BE

**Explanation:**

According to the Scrum Guide, two valid actions that the Developers can take when they realize that the workload may be greater than their capacity to complete the work are ensuring that the Scrum Team is aware, starting the Sprint, and monitoring progress, and removing or changing selected Product Backlog items. These actions are consistent with Scrum values and principles, such as transparency, adaptation, and collaboration. The other options are not valid actions, as they are either wasteful (such as recruiting additional Developers or canceling the Sprint) or unsustainable (such as working overtime).

**NEW QUESTION 210**

True or False: A scrum Master Fulfills me same role as a traditional project Manager.

- A. True
- B. False

**Answer:** B

**Explanation:**

A Scrum Master fulfills a different role than a traditional project manager, as stated in 2: “A project manager helps manage the project timeline, resources, and scope in order to meet business requirements. A Scrum Master, however, helps ensure the Scrum Team follows Scrum theory, practices, and rules. The Scrum Master is a servant-leader who helps optimize the value created by the Scrum Team.”

**NEW QUESTION 212**

Who creates a Product Backlog Item’s estimate?

- A. The Development Team after clarifying requirements with the Product Owner.
- B. The Product Owner with input from the Development Team.
- C. The most senior people in the organization, including architects and subject matter experts.
- D. The Scrum Master.
- E. The Development Team, alone.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, Product Backlog refinement is an ongoing activity in which Product Backlog items are reviewed and revised. The Developers who will be doing the work are responsible for sizing or estimating it. The Product Owner may influence them by helping them understand and select trade-offs.

**NEW QUESTION 215**

What is a Development Team responsible for? (Choose two.)

- A. Resolving internal team conflicts.
- B. Reporting productivity.
- C. Selecting the Product Owner.
- D. Organizing the work required to meet the Sprint Goal.

**Answer:** AD

**Explanation:**

The correct answers are A and D, because a Development Team is responsible for resolving internal team conflicts and organizing the work required to meet the Sprint Goal. The Scrum Guide states that “development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.” Therefore, a Development Team should manage its own work and resolve its own issues.

**NEW QUESTION 216**

A Scrum Master is introducing Scrum to a new Team. The Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

(choose the best answer)

- A. Comply with the decision of the self-managing team.
- B. Begin facilitating productive and useful Sprint Retrospectives.
- C. Call a meeting between the ScrumTeam and senior management
- D. Consult with the Product Owner to see how they feel about the situation.

**Answer:** B

**Explanation:**

According to the Scrum Guide, the action that the Scrum Master should take when the Team decides that a Sprint Retrospective is unnecessary is to begin facilitating productive and useful Sprint Retrospectives. The Sprint Retrospective is an essential event for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Scrum Master is responsible for ensuring that this event takes place and that positive outcomes are achieved. The other options are not valid actions, as they either imply that the Scrum Master complies with or ignores the decision of the Team (such as complying with it, calling a meeting with senior management, or consulting with the Product Owner), which is not consistent with Scrum values and principles.

**NEW QUESTION 218**

What happens if the Development Team cannot complete its work by the end of the Sprint?

- A. The Sprint is extended and future Sprints use this new duration.
- B. The Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length.
- C. The Sprint is extended temporarily
- D. Lessons are taken to ensure it doesn't happen again.

**Answer:** B

**Explanation:**

If the Development Team cannot complete its work by the end of the Sprint, then the Sprint length holds and the Development Team continuously learns what is actually possible to do within a Sprint of this length, as stated in [7]: “If a Development Team determines it has overcommitted itself for a Sprint, one option is to collaborate with the Product Owner to negotiate removing or reducing scope. Another option is to simply work hard and do its best, without cutting quality or pressuring individuals. In either case, the Development Team learns from its experience and uses this learning when planning future Sprints.”

**NEW QUESTION 219**

Who determines how work is performed during the Sprint?

- A. Architects.
- B. The Development Team.
- C. The Scrum Master.
- D. Subject matter experts.
- E. Development Team managers.

**Answer:** B

**Explanation:**

The correct answer is B, because the Development Team determines how work is performed during the Sprint. The Scrum Guide states that “development Teams are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.” Therefore, the Development Team has the autonomy and responsibility to organize and manage its own work.

**NEW QUESTION 221**

Every Scrum team must have a Product Owner and Scrum Master.

- A. True
- B. Outcomes affected by their participation and availability.
- C. False
- D. A Product Owner can be replaced by a business analyst in the Development Team.
- E. False
- F. A Scrum Master is only required when asked for by the Development Team.
- G. True
- H. Each must be 100% dedicated to the Scrum Team.

**Answer:** A

**Explanation:**

According to the Scrum Guide<sup>1</sup>, there are three roles in a Scrum Team:

- The Product Owner
- The Developers
- The Scrum Master

The Product Owner is accountable for maximizing value resulting from work by Developers. Developers are accountable for creating a plan for the Sprint, the Sprint Backlog. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. Every Scrum team must have a Product Owner and Scrum Master, as outcomes are affected by their participation and availability. The other options are false, as they imply that the Product Owner and Scrum Master roles are optional or interchangeable.

References: Scrum Guide

#### NEW QUESTION 223

What is the purpose of a Sprint Review?

- A. To take time to judge the validity of the project.
- B. To inspect the product increment with the stakeholders and collect feedback on next steps.
- C. To review the Scrum Team's activities and processes during the Sprint.
- D. To build team sprint.

**Answer:** B

#### NEW QUESTION 226

Which are NOT appropriate topics for discussion in a Sprint Retrospective? (Choose all that apply.)

- A. Definition of "Done".
- B. How the team does its work.
- C. Team relations.
- D. The value of work currently represented in the Product Backlog.
- E. Arranging the Sprint Backlog for the next Sprint.

**Answer:** DE

#### Explanation:

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The topics that are appropriate for discussion are those that relate to how the team does its work, such as processes, tools, communication, collaboration, quality, etc. The value of work currently represented in the Product Backlog and arranging the Sprint Backlog for the next Sprint are not appropriate topics for discussion in a Sprint Retrospective, as they belong to the Sprint Review and Sprint Planning events respectively.

#### NEW QUESTION 231

When Does a Developer become accountable for the value of a Product Backlog item selected for the Sprint? (choose the best answer)

- A. Never The entire Scrum Team is accountable for creating value every Sprint.
- B. At the Sprint Planning Event
- C. Whenever a team member can accommodate more work.
- D. During the Daily Scrum

**Answer:** B

#### Explanation:

According to the Scrum Guide, a Developer becomes accountable for the value of a Product Backlog item selected for the Sprint at the Sprint Planning event. This is when the Developers select items from the Product Backlog that they can commit to complete within a Sprint. The Developers are then responsible for creating a valuable Increment that meets the Definition of Done and the Sprint Goal. The other options are not valid, as they either imply that Developers are not accountable for value (such as never or whenever), or that they become accountable at a different time (such as during the Daily Scrum).

#### NEW QUESTION 232

When many Development Teams are working on a single product, what best describes the definition of "Done"? (Choose the best answer.)

- A. Each Development Team defines and uses its own
- B. The differences are discussed and reconciled during a hardening Sprint.
- C. It depends.
- D. Each Development Team uses its own but must make their definition clear to all other teams so the differences are known.
- E. All Development Teams must have a definition of "Done" that makes their combined work potentially releasable.

**Answer:** D

#### Explanation:

When many Development Teams are working on a single product, the definition of "Done" must be shared by all Development Teams and make their combined work potentially releasable, as stated in [4]: "When multiple teams work together on one product they must mutually define and comply with the same Definition of Done. This makes sure all Increments adhere to a consistent quality level."

#### NEW QUESTION 235

Which three of the following are time-boxed events in Scrum? (Choose the best three answers.)

- A. Release Planning.
- B. Release Retrospective.
- C. Sprint Retrospective.
- D. Sprint Planning.

- E. Sprint Testing.
- F. Sprint 0.
- G. Daily Scrum.

**Answer:** CDG

**Explanation:**

According to the Scrum Guide, the time-boxed events in Scrum are Sprint Retrospective, Sprint Planning, and Daily Scrum. These events have a maximum duration that cannot be exceeded. The other options are not time-boxed events in Scrum, as they are either not part of Scrum (such as Release Planning, Release Retrospective, Sprint Testing, and Sprint 0) or not events at all (such as Definition of Done).

**NEW QUESTION 238**

One of the Scrum events is the Daily Scrum. What are two intended outcomes of the Daily Scrum? (Choose two.)

- A. A shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal.
- B. An update of completed tasks and of the remaining work so the Scrum Master can plan the next day.
- C. A status report for the upper management indicating what each individual has done, will be doing, and what is impending him/her.
- D. An updated Scrum board to make Sprint progress transparent for the stakeholders.
- E. New impediments for the Scrum Master to take care of.

**Answer:** AE

**Explanation:**

According to the Scrum Guide, two intended outcomes of the Daily Scrum are a shared understanding of the most important work to be undertaken next to achieve the best possible progress toward the Sprint goal, and new impediments for the Scrum Master to take care of. The other options are not intended outcomes of the Daily Scrum, as they are either irrelevant (such as updating a Scrum board) or inappropriate (such as providing an update or a status report).

**NEW QUESTION 243**

Every Scrum Team should have: (choose the best answer)

- A. One Lead Developer and no more than 8 other members.
- B. The competencies and skills needed to deliver an Increment in a Sprint
- C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

**Answer:** B

**Explanation:**

According to the Scrum Guide, every Scrum Team should have the competencies and skills needed to deliver an Increment in a Sprint. This means that the Developers can work on any aspect of the product without depending on others outside the team. The other options are not valid descriptions of what every Scrum Team should have, as they either imply that the Developers work in silos or rely on external people (such as a lead developer or representatives from different departments).

**NEW QUESTION 248**

How do you know that a Development Team is cross-functional?

- A. Development Team has all the skills to create a potentially releasable increment by the end of every Sprint.
- B. A few of the Development Team members pair program and do Test Driven Development.
- C. There are no conflicts within the Development Team.
- D. Every member of the Development Team is able to perform every task.

**Answer:** A

**Explanation:**

According to the Scrum Guide, a Development Team is cross-functional if it has all the skills to create a potentially releasable Increment by the end of every Sprint. The other options are not indicators of cross-functionality, as they are either specific practices (such as pair programming or test driven development) or irrelevant factors (such as conflicts within the team or ability to perform every task).

**NEW QUESTION 252**

When do Development Team members take ownership of a Sprint Backlog item?

- A. At the Sprint planning meeting.
- B. During the Daily Scrum.
- C. Never
- D. All Sprint Backlog Items are “owned” by the entire Development Team, even though each one may be done by an individual Development Team member.
- E. Whenever a team member can accommodate more work.

**Answer:** C

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the Sprint Backlog is the property of the Developers and no one else can tell them which items they should work on. The Developers can select any item from the Product Backlog that they forecast they can complete within a Sprint. The Developers are self-organizing and decide how to turn Product Backlog items into an Increment of value. Therefore, no one owns a Sprint Backlog item, but the entire Development Team is accountable for it.  
References: Scrum Guide

**NEW QUESTION 254**

How should a Scrum Team deal with non-functional requirements? (choose the best answer)



- A. Manage them during the Integration Sprint prior to the Release Sprint.
- B. Assign them to the lead developers on the team.
- C. Ensure every Increment meets them.
- D. Make sure the release department understands these requirements, but it is not the Scrum Team's responsibility.

**Answer:** C

**Explanation:**

The best answer is C. Ensure every Increment meets them. Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs<sup>1</sup>. NFRs are persistent qualities and constraints typically revisited as part of the definition of done (DoD) for each Iteration, PI, or release<sup>1</sup>. The Scrum Team should ensure that every Increment meets the NFRs, as they are part of the product requirements and affect the value delivery and customer satisfaction.

**NEW QUESTION 255**

When a Development Team determines that it will not be able to finish the complete forecast, who has to be present when reviewing and adjusting the Sprint work selected? (Choose the best answer.)

- A. The Development Team.
- B. The Product Owner and all stakeholders.
- C. The Product Owner and the Development Team.
- D. The Scrum Master, project manager and Development Team.

**Answer:** C

**Explanation:**

When a Development Team determines that it will not be able to finish the complete forecast, both the Product Owner and the Development Team have to be present when reviewing and adjusting the Sprint work selected, as stated in [6]: “If there is not enough work remaining for all members of a Development Team then they can renegotiate scope with their Product Owner. If there is too much work remaining then they can also renegotiate scope with their Product Owner.”

**NEW QUESTION 257**

What is the time-box for the Sprint Planning meeting?

- A. 4 Hours for a monthly Sprint.
- B. 8 Hours for a monthly Sprint.
- C. Monthly.
- D. Whenever it is done.

**Answer:** B

**Explanation:**

The correct answer is B, because the time-box for the Sprint Planning meeting is 8 hours for a monthly Sprint. The Scrum Guide states that “Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. For shorter Sprints, the event is usually shorter.”

**NEW QUESTION 262**

A Scrum Master is introducing Scrum to a new Development Team. The Development Team has decided that a Sprint Retrospective is unnecessary. What action should the Scrum Master take?

- A. Call a meeting between the Development Team and senior management.
- B. Comply with the decision of the self-organizing team.
- C. Consult with the Product Owner to see how he/she feels about the situation.
- D. Begin facilitating productive and useful Sprint Retrospectives.

**Answer:** D

**Explanation:**

The correct answer is D, because if a new Development Team decides that a Sprint Retrospective is unnecessary, the Scrum Master should begin facilitating productive and useful Sprint Retrospectives. The Scrum Guide states that “the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. ... During each Sprint Retrospective, the Scrum Team plans ways to improve product quality by adapting the definition of ‘Done’ as appropriate.” Therefore, the Scrum Master should help the Development Team understand the value and importance of the Sprint Retrospective, and make it an engaging and constructive event.

**NEW QUESTION 266**

You have six teams using a traditional method to deliver a product. Your management has asked you to start using Scrum. In the initial project there were separate plans and teams for the layers of a software system, i.e. one for the front-end, one for the middle tier, one for the back-end, and one for the interfaces and services. This resembles what is known as component teams. But you have read that it's a good idea to have teams organized by feature. What are the advantages of keeping component teams while starting Scrum?

- A. There's less initial disruption than organizing into new team
- B. As they start, they will discover what works best, and how to potentially re-organize towards this.
- C. Component teams generally have the skills needed to create a working Increment of software that provides business value.
- D. Because they have worked together for some time, they are likely able to start producing shippable Increments faster than new feature teams would.
- E. There are fewer cross-team dependencies than working in feature teams.

**Answer:** A

**Explanation:**

The correct answer is A, because keeping component teams while starting Scrum may cause less initial disruption than organizing into new teams. As they start using Scrum, they will discover what works best for them and how to potentially re-organize towards feature teams. However, component teams may face some



challenges in delivering a working Increment of software that provides business value every Sprint, as they may depend on other teams or layers.

#### NEW QUESTION 271

How should a Development Team deal with non-functional requirements?

- A. Ensure every Increment meets them.
- B. Make sure the release department understands these requirements, but it is not the Development Team's responsibility.
- C. Handle them during the Integration Sprint preceding the Release Sprint.
- D. Assign them to the lead developers on the team.

**Answer:** A

#### Explanation:

The correct answer is A, because the Scrum Guide states that "the definition of 'Done' is a formal description of the state of the Increment when it meets the quality measures required for the product." Therefore, non-functional requirements should be part of the definition of 'Done' and ensure every Increment meets them.

#### NEW QUESTION 272

When multiple Scrum Teams are working on a single product, what best describes the Definition of Done? (choose the best answer)

- A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.
- B. Each Scrum Team defines and uses its own
- C. The differences are discussed and reconciled during a hardening Sprint.
- D. Each Scrum Team uses its own, but must make their definition clear to all other teams so the differences are known.
- E. The Scrum Masters from each Scrum Team define a common Definition of Done.

**Answer:** A

#### Explanation:

The correct answer is A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done. According to the Scrum Guide<sup>1</sup>, "If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of "Done"." This ensures that the product increment is integrated, consistent, and potentially releasable at the end of each Sprint. The other options are incorrect because they allow for different Definitions of Done for different teams, which can lead to confusion, inconsistency, and technical debt.

#### NEW QUESTION 274

What is the tactic a Scrum Master should use to divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their skills across multiple layers (such as database, UI, etc.)
- B. Ask the Product Owner to assign the people to teams.
- C. Ask the developers to divide themselves into teams.

**Answer:** C

#### Explanation:

According to the Nexus Guide<sup>2</sup>, which is a framework for scaling Scrum, one way to form multiple Development Teams from a large group of people is to ask them to self-organize into teams based on dependencies, skills, domain knowledge, and personal preferences. This approach respects the autonomy and empowerment of the Developers and allows them to choose how they want to work together.

References: Nexus Guide

#### NEW QUESTION 277

Which output from Sprint Planning provides the Development Team with a target and overarching direction for the Sprint?

- A. The Sprint Backlog.
- B. The Sprint Goal
- C. The release plan.
- D. Sprint Review minutes.

**Answer:** B

#### Explanation:

The correct answer is B, because the Scrum Guide states that "the Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment." Therefore, the Sprint Goal provides the Development Team with a target and overarching direction for the Sprint.

#### NEW QUESTION 278

As the Sprint Planning meeting progresses, the Development Team sees that the workload is greater than they can handle. Which two are valid actions? (Choose two.)

- A. Recruit additional Development Team members before the work can begin.
- B. The Development Team ensures that the Product Owner is aware, starts the Sprint, and monitors progress.
- C. Cancel the Sprint.
- D. Remove or change selected Product Backlog items.
- E. The Development Team works overtime during this Sprint.

**Answer:** BD

**Explanation:**

The correct answers are B and D, because the Scrum Guide states that “the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.” Therefore, the Development Team can remove or change selected Product Backlog items in agreement with the Product Owner if they see that the workload is greater than they can handle. The Development Team should also ensure that the Product Owner is aware of the situation, start the Sprint, and monitor progress.

**NEW QUESTION 282**

Which Scrum Values are exhibited by not building Product Backlog items that have low business value? (Choose three.)

- A. Economic Value Added.
- B. Respect.
- C. Focus.
- D. Earned Value.
- E. Courage.

**Answer:** BCE

**Explanation:**

According to the Scrum Guide<sup>1</sup>, there are five values that guide decisions within Scrum teams:

- > Commitment
- > Focus
- > Openness
- > Respect
- > Courage

By not building Product Backlog items that have low business value, Scrum teams exhibit respect for their stakeholders and customers, as they deliver what is most valuable and relevant for them. They also exhibit focus, as they concentrate on what matters most for achieving their Product Goal and Sprint Goal. They also exhibit courage, as they are willing to say no to low-value work and face possible conflicts or disagreements.

**NEW QUESTION 285**

When can a Development Team cancel a Sprint?

- A. It can't
- B. Only Product Owners can cancel Sprints.
- C. When functional expectations are not well understood.
- D. When the Product Owner is absent too often.
- E. When the selected Product Backlog items for the Sprint become unachievable.
- F. When a technical dependency cannot be resolved.

**Answer:** A

**Explanation:**

The correct answer is A, because the Scrum Guide states that “a Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master.” Therefore, a Development Team cannot cancel a Sprint by itself.

**NEW QUESTION 289**

Which two ways of creating Development Teams are consistent with Scrum's values? (Choose two.)

- A. Existing teams propose how they would like to go about organizing into the new structure.
- B. Managers personally re-assign current subordinates to new teams.
- C. Managers collaborate to assign individuals to specific teams.
- D. Bring all the developers together and let them self-organize into Development Teams.
- E. The Chief Product Owner determines the new team structures and assignments.

**Answer:** AD

**Explanation:**

The correct answers are A and D, because these ways of creating Development Teams are consistent with Scrum's values. Allowing existing teams to propose how they would like to organize into the new structure respects their self-organization and empowerment. Bringing all the developers together and letting them self-organize into Development Teams also respects their autonomy and collaboration.

References: [Suggested Reading for Professional Scrum Master™ I]

**NEW QUESTION 291**

During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint. However, the Product Owner and the Developers are able to agree on a Sprint Goal. Which of the following actions should the Scrum Master support? (choose the best two answers)

- A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.
- B. During the next Sprint Retrospective discuss why this happened and what changes will make it less likely to recur.
- C. Continue the Sprint Planning event past its timebox until an adequate number of Product Backlog items are well enough understood for the Developers to make a complete forecast. Then start the Sprint.
- D. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog.
- E. Conclude Sprint Planning and start the development work.
- F. Continue to analyze, decompose, and create additional functionality during the Sprint.
- G. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting.

**Answer:** BD

**Explanation:**

According to the Scrum Guide, two actions that the Scrum Master should support in this scenario are forecasting the Product Backlog items that are most likely to meet the Sprint Goal and creating the Sprint Backlog, and discussing why this happened and what changes will make it less likely to recur during the next Sprint Retrospective. These actions are consistent with Scrum values and principles, such as empiricism, adaptation, and continuous improvement. The other options are not valid actions, as they are either wasteful (such as canceling the Sprint or continuing the Sprint Planning past its timebox) or ineffective (such as asking everyone to take more time to analyze the Product Backlog).

**NEW QUESTION 294**

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